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WORKING DOCUMENT

ToR for the Drylands System CRP
Commissioned Independent Task Force

Submitted by:
Consortium Office

ToR for the Drylands System CRP Commissioned Independent Task Force

Open Call for Expressions of Interest (EOIs)

CRP-Commissioned Independent Task Force (ITF): CGIAR Research Program on Dryland Systems

The CGIAR Research Program on Dryland Systems (CRP-DS) seeks the services of dryland experts to constitute a CRP-Commissioned Independent Task Force (ITF) to help develop a global 'research in development' program that will become one of the largest groupings of researchers focusing on the challenges of achieving sustainable livelihoods for dryland populations that depend on agriculture.

The ITF has four objectives:

1. Identify mission critical areas of research that need to be supported in the short-term.
2. Analyze the current Plan of Work and Budget for 2015 and 2016.
3. Develop and design a strategy and operating plan that will position DS to play a leading role in the evolution of the next round of CRPs.
4. Prepare proposals for the 2nd Call of CRPs to ensure that drylands research is prominently and effectively represented at various stages in the process of identifying a new portfolio of CRPs.

TIMETABLE:

The duration of the ITF is from November 2014 for a maximum of 24 months. Initial funds are available for 13 months with an extension of 11 months. The financial proposal should be submitted for the initial 13 months.

WHO MAY APPLY:

This call is open to all institutions and individuals interested to provide an Advisory Service to the CRP-DS Program Management Office (PMO) via participation in an Independent Task Force. The institution/individuals may form a consortium with others and may include single consultants to form a balanced interdisciplinary team. Individuals are encouraged to join or formulate inter-disciplinary teams. An institution can be a partner in more than one proposal but it can only lead one of them.

INQUIRIES AND SUBMISSION:

All the prospective bidders shall forward inquiries to the following: Richard Thomas, r.thomas@cgiar.org; or Enrico Bonaiuti, e.bonaiuti@cgiar.org; . Inquiries and replies will be published online at <http://drylandsystems.cgiar.org>.

Answers will be for the benefit of all proponents. Inquiries sent to the above email addresses will only be responded to via the website, and not as a reply to the email. Place in subject head: CRP-DS ITF. Inquiries will be answered up until October 15th.

Interested institutions must provide clear and specific expression of interest with evidence of their background, qualifications and experience relevant to the work and a financial quote to complete the work, all of which must be submitted to the email addresses above. Technical and financial proposals should be submitted by 12:00 (Amman time zone) on 30 October 2014 indicating the following reference:

CRP-DS ITF Technical and Financial Proposal

1. Submission must be made using the CRP-DS ITF template (included here).
2. Submissions must be in English. For this call CRP-DS regrets that it cannot accept proposals submitted in other languages.

FUNDING and PAYMENT:

The Lead Center, ICARDA, will contract the institutions/individuals in accordance with the proposed budget (fee only). The proposed budget should be defined along the following budget lines:

1. Fees
2. Logistics: travel, visa, accommodation, per-diem, events (workshop, seminars)

The Lead Center will support all the logistics expenses and events costs directly. Travels are intended in economy class as per the policy of the Lead Center for the CRP, ICARDA.

Payment modalities and specifications

%	Milestone
10	Upon receipt of inception report giving clear timelines and proposed tools to be used
40	Following submission and approval of the 1st draft report, complete in all assessments (timeliness will impact payment schedule)
50	Following submission of Final Report with all comments incorporated. Complete in all assessments and free of any factual or grammatical errors (time taken will impact final payment and a proportional fee will be deducted from the final agreeable amount if any of the deadlines are not met).

Documents to be included when submitting the proposal:

Interested institutions/individuals must submit the following documents/information to demonstrate their qualifications:

- A. Submission Form
- B. Technical Proposal:
 - 1. Explaining why they are the most suitable for the work.
 - 2. Provide a brief methodology on how they will approach and conduct the work.
- C. Financial proposal (budget form):
Specifying a total lump sum amount, and payment terms around specific and measurable (qualitative and quantitative) deliverables (i.e. whether payments fall in installments or upon completion of the entire contract). Payments are based upon output, i.e. upon delivery of the services specified in the TOR. In order to assist the requesting unit in the comparison of financial proposals, the financial proposal will include a breakdown of this lump sum amount.
- D. Personal CV including recent most relevant past experience in similar projects and at least 10 relevant references.

PROPOSALS ASSESSMENT CRITERIA AND WEGHTENING:

Criteria	Weight
Technical Proposal	
Expertise of Lead institution and partner submitting Proposal (including team members CV)	40%
Proposed Work Plan and Approach (suggested R4D approach and Innovative science)	30%
Financial Proposal	
Budget form	30%

The PMO and ISC will assess the proposals based on the above weighted criteria.



CRP-Commissioned Independent Task Force (ITF)

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Acronyms

ARI	Advance Research Institute
ASC	Action Site Coordinator
CA	Central Asia & the Caucasus
CCEE	Center Commissioned External Evaluation
CFP	Center Focal Points
CGIAR	Consultative Group on International Agricultural Research
CO	Consortium Board
CRP	CGIAR Research Program
CSO	Community Service Organization
CV	Curriculum Vitae
DS	Dryland Systems
E&SA	East & Southern Africa
EOI	Expression of Interest
FC	Flagship Coordinator
FC	Fund Council
FP	Flagship Program
ICARDA	International Center for Agricultural Research in the Dry Areas
IDO	Intermediate Development Outcome
IEA	Independent Evaluation Arrangement
IP	Impact Pathway
IPG	International Public Good
IRT	Interdisciplinary Research Team
ISAC	Independent Science Advisory Committee
ISC	Independent Steering Committee
ISPC	Independent Science and Partnership Council



ITF	Independent Task Force
NARS	National Agricultural Research Systems
NAWA	North Africa & West Asia
NGO	Non-Governmental Organization
PMO	Program Management Office
POWB	Plan of Work and Budget
R&D	Research and Development
R4D	Research-for-Development
RMC	Research Management Committee
SA	South Asia
SDG	Sustainable Development Goal
SLO	System Level Outcomes
SRF	Strategy and Results Framework
SRT	Strategic Research Theme
ToC	theory of Change
US	United States
WAS&DS	West Africa Sahel and the Dry Savannas

Introduction

Research in the CGIAR is guided by the Strategy and Results Framework (SRF), which sets forth the System's common goals in terms of development impact (4 System-Level Outcomes [SLOs])¹, strategic objectives and results in terms of outputs and outcomes. The SRF was first approved in 2011 and is in the process of being updated. Currently the CGIAR's research agenda is implemented by the CGIAR Centers and their partners through 15 multi-partner CGIAR Research Programs (CRPs). It is funded through a pooled funding mechanism in the Fund² and bilateral funding to Centers. In the SRF Management Update, forthcoming in 2014, a set of Intermediate Development Outcomes (IDOs) linked

¹ Four system level outcomes are: reducing rural poverty (SLO1), increasing food security (SLO2), improving human nutrition and health (SLO3) and more sustainable management of natural resources (SLO4)

² The CGIAR Fund is a multi-donor, multi-year funding mechanism that provides funding to (i) CRPs through two "Windows"; Window 1 across CRPs as per Consortium decision and Window 2 to donor-specified CRP; and to (ii) donor-specified Centers through Window 3.

to the high level impact goals will be defined to form the operational results framework for the CRPs. These goals are likely to be aligned with the Sustainable Development Goals (SDGs) currently under discussion.

Dryland Systems research is of critical importance and an essential component of the CGIAR research portfolio. Arid and semi-arid environments present very significant challenges for agriculture. It is therefore essential for the CRP portfolio to include a robust body of work on integrating technological, policy and institutional innovations to address the specific challenges in these environments. The CRP-DS will develop a coherent and strategically compelling case for Dryland Systems research that could form a core component of a new portfolio of CRPs starting in 2017.

As part of this process the CRP-DS is calling for a group of experts to form an Independent Task Force that will work alongside existing members of the CRP's governance and management structure.

Purpose of CRPs

According to the CGIAR summary document, 'Changing Agricultural Research in a Changing World - A Strategy and Results Framework for the Reformed CGIAR', "CGIAR Research Programs (i.e. CRPs) will be the main organizational mechanism for planning and conducting research and will be built on three core principles:

Impact on the four system-level outcomes (SLOs);

Integration³ across CGIAR core competencies; and

Appropriate partnerships at the different stages of R&D.

In addition CGIAR research will reflect the important role of women in agriculture.

The CRPs are intended to allow better coordination of Research-for-Development (R4D) efforts, enhance efficiencies, and encourage cooperation and collaboration with a focus on effective partnerships to achieve more development-oriented impacts.

CRPs bring with them a long history of CGIAR center-based research. CRPs were introduced to provide increased focus on urgency, relevance and feasibility of agricultural research and to contribute to development goals (specifically the SLOs). "CRPs could be expected to help transition from a compilation of earlier activities to a coherent program agenda well aligned to the SLOs" (ISPC White Paper 1⁴). While development outcomes might previously have been considered beyond the research centers' remit, development outcomes are now the *raison d'être* of the CRP.

One of the fundamental shifts to the CRP model has been the requirement for linkages to other research, development, civil society, and private sector organizations that will allow tested research

³ The meaning of the second phase 'integration across CGIAR core competencies' is not explained in the 2nd Call guidance. It can be interpreted as making optimal use of the competencies within the CRPs, each of which has more than one Centre as a member (CCEE Common Framework for CRP CCEE part 1, June 2014).

⁴ Strengthening Strategy and Results Framework through Prioritization.

innovations to reach policy makers, farmers, communities and the market place in a way that will generate or contribute to the IDOs; and to increase geographical reach through those partnerships.

Overview of the CRP-DS

Drylands, home to around 2 billion people with high incidences of poverty and environmental degradation, present very significant challenges for agricultural and livestock production that require a robust body of work on understanding livelihood opportunities and strategies, and that integrates technological, policy and institutional innovations to address the needs of the rural populations. Dryland Systems research is of critical importance for many converging global challenges such as food and water security, land degradation, climate change, population growth and associated changes in socio-economic aspirations and dietary habits.

CRP-DS is an integrated global research initiative that aims to identify and develop resilient, diversified and more productive combinations of crop, livestock, rangeland, aquatic and agroforestry systems that increase productivity, reduce hunger and malnutrition, and improve quality of life for the rural poor. It is a very large program combining several research disciplines, including crop selection and rotations, natural resource management, and socio-economics. CRP-DS takes an integrated agro-ecosystems approach to R4D.

CRP-DS primarily contributes to reducing rural poverty (SLO 1) and to increasing food security (SLO 2), but research will also contribute to Sustainable management of natural resources (SLO 4) and to improve nutrition and health (SLO 3). Finally CRP-DS also contributes to meeting explicit gender and capacity building related goals of the Consortium.

CRP-DS is complex, with multiple pathways to impact at the component (Flagship Projects and Agricultural Livelihood Systems) and theme (Strategic Research Themes -SRTs) levels. It is intended that the main research products will be International Public Goods (IPGs): knowledge, technology, and institutional, governance and policy innovations that are relevant and useful throughout the drylands and beyond. Much of the research will be grounded in case studies and comparative analyses. This research is also expected to contribute to positive change by helping to address constraints and realize opportunities directly in the countries, sites and systems where the research is carried out. CRP-DS intends to contribute to achieving impact by: influencing global and national research and development agendas; giving due attention to the needs of all stakeholders (e.g. gender, diversity issues); developing new systems research approaches and methods; networking and coordinating with other actors in the knowledge-to-action process, and helping to strengthen the capacity of developing country institutions and individuals to generate and apply knowledge more effectively on-the-ground. Impact will be achieved by on the ground research, through knowledge synthesis and dissemination and through science-policy bridging.

CRP-DS has been designed to make a significant contribution toward the system-level vision, strategic objectives, and system-level outcomes by:

Enhanced and equitable agricultural innovation systems that link interventions to policy and improve the impact of research and development;

Less vulnerable, more resilient rural communities that can better mitigate risk;

Productivity growth through sustainable intensification of dryland systems at the farm and landscape levels; and

More resilient and productive dryland agroecosystems that can cope with increased land pressure, climate variation, and other forms of stress.

Following this, four components form the core of the CRP-DS research and impact strategies (SRTs):

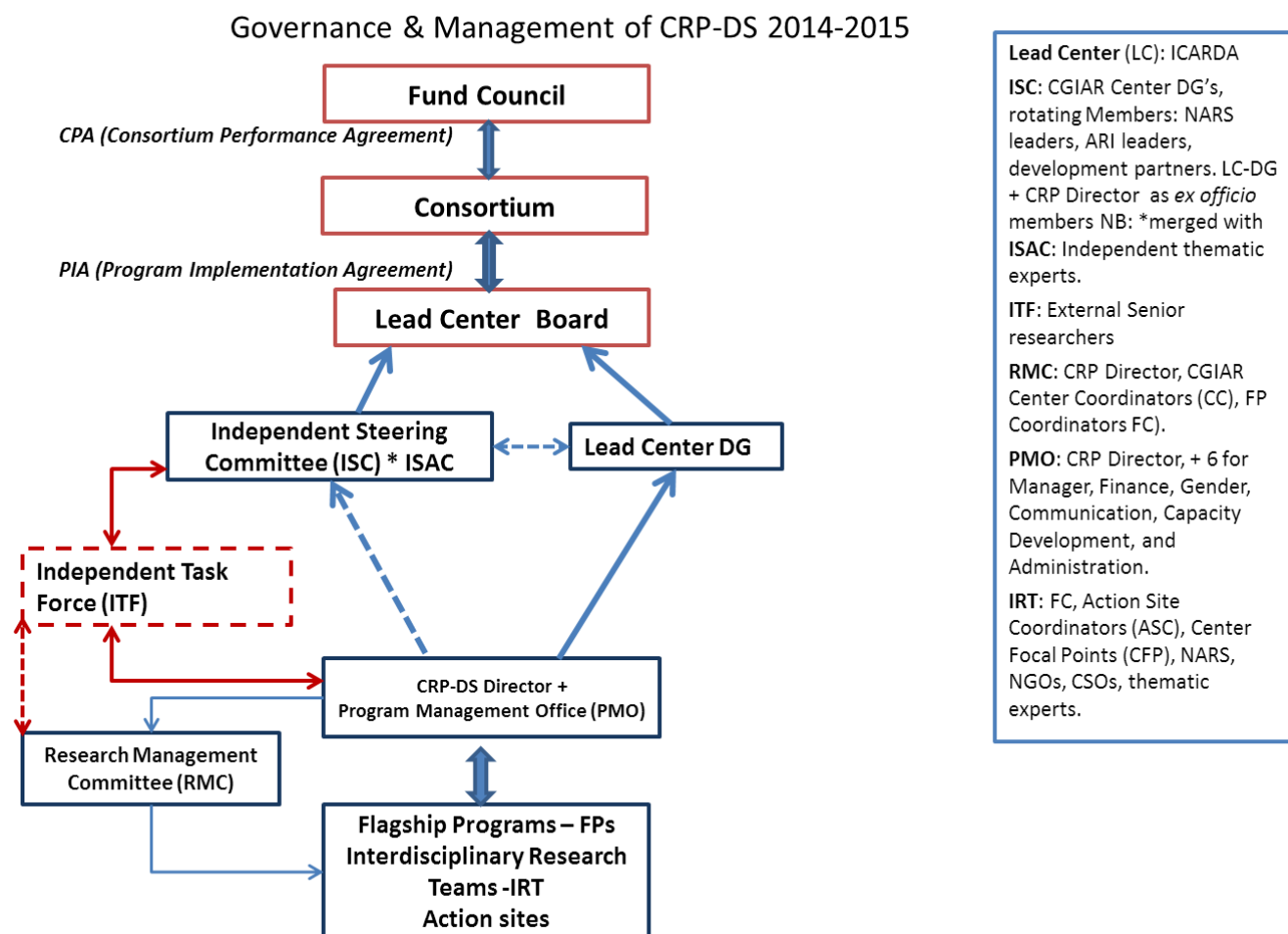
SRT1: Approaches to strengthening innovation systems, building stakeholder innovation capacity, and linking knowledge to policy action

SRT2: Reducing vulnerability and managing risk

SRT3: Sustainable intensification for more productive, profitable and diversified dryland agriculture with well-established linkages to markets

SRT4: Anticipating and measuring impacts and cross-regional synthesis.

The proposed revisions for the governance and management of the CRP-DS are depicted below indicating the important role the ITF will play in the overall structure. The ITF will be a temporary structure of approx. 24 months duration.



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Resources

⁵Independent Science Advisory Committee (ISAC), Research Management Committee (RMC), Interdisciplinary Research Team (IRT), Flagship Coordinator (FC), National Agricultural Research Systems (NARS), Non-Governmental Organization (NGO), Community Service Organization (CSO), Advance Research Institute (ARI)

The total budget allocated to activities associated with the current four components of the CRP-DS listed above is US \$178.6 million over three years (2013-2015). The table below illustrates the current distribution of the budget amongst the four components. STR 2 and STR 3 are the largest in terms of funding, representing 68% of total research funding, while SRT 4 is the smallest. The share of the budget dedicated to SRT1 is 20% of total research funding. The dry areas of the developing world occupy about 3 billion hectares, or 41% of the earth's land area, and are home to 2.5 billion people, or more than one-third of its population. About 16% of this population lives in chronic poverty. The level of ambition for this program has been set very high, targeting 800 million people living in West Africa Sahel and the Dry Savannas (WAS&DS), North Africa & West Asia (NAWA), East & Southern Africa (E&SA), Central Asia & the Caucasus (CA), and South Asia (SA) with quantitative impact targets after 10-12 years of implementation.

Funding from the CGIAR Fund (Windows 1 & 2) represents 39% of the total budget (i.e. US \$70.3 million) while 61% of the proposed budget is to be funded from Windows 3 and Bilateral Restricted grants (see Table below).

Funding Source Summary, inception and implementation phase.

Funding Source	Inception (2012)	2013	2014	2015	Total
W1&2	9,103	11,785	20,342	29,103	70,333
W3	2,674	7,142	3,474	5,786	19,076
Bilateral	18,960	16,393	25,853	27,992	89,198
Total	30,737	35,320	49,669	62,881	178,607

	Inception 2012	2013	2014	2015	Total
Program Coordination	470	175	1,075	1,250	2,970
Gender	-	100	700	1,000	1,800
Total	470	275	1,775	2,250	4,770

Purpose of the ITF

To respond to these challenges of drylands, the CGIAR Research Program on Dryland Systems (CRP-DS), together with the CGIAR Consortium office, is commissioning an Independent Task Force (ITF) composed of leading senior researchers drawn from one or more internationally renowned research institutions with world-class experience in both systems research and drylands. The ITF will work with the newly appointed DS Director and will provide oversight, advice and recommendations on research and scientific directions to improve performance of the program during its extension phase and assist in developing the strategy and positioning of the DS program for the next round of CGIAR Research Programs (CRP's).

The ITF has four objectives:



Identify mission critical areas of research that need to be supported short-term.

Analyze the current the Plan of Work and Budget for 2015 and 2016.

Develop and design a strategy and operating plan that will position DS to play a leading role in the evolution of the next round of CRPs.

Prepare the final proposal for the 2nd Call of CRP-DS funding.

CRP-DS envisages the investment of tens of millions of US dollars per year⁶ to achieve defined development outcomes. During the review process of the initial proposals, the ISPC commented on the proposal and issued 'must have' requirements for proposal improvement, some of which were only partially addressed at the time. CRP-DS was accepted by Consortium Board/Fund Council (CB/FC) under certain conditions, with an understanding that these conditions were to be met by CRP during specified time periods. CRP-DS should now ensure that the 'must haves' and conditions have been fully taken into account before making a new funding proposal.

The Phase 2 approval processes are likely to be a lot more stringent than those for Phase 1. The CO and the FC have set new expectations since 2011 and additional guidance has been provided to the CRPs on how to meet these expectations, in particular in the SRF Management update, in the three ISPC White Papers, in the Guidance for the Second Call (draft 2, 2013) and the CRP 2015-16 Extension Proposal Process and Guidance.

For dryland systems a 2nd phase proposal should address the following:

Description of a clear Theory of Change (ToC), Impact Pathway (IP) and Intermediate Development Outcomes (IDOs) for a range of prioritized agricultural livelihood systems.

Define a practical systems research agenda based on innovative underpinning science. Development of key research questions, hypotheses and assumptions for validating the ToC and IP for specific agricultural livelihood systems. This includes identifying practical metrics for research outputs and outcomes.

Build climate variability resilience and sustainable dryland systems through an integrated program combining indigenous knowledge with improved technologies, information dissemination and engagement with stakeholders.

Provide the criteria for choice of benchmark sites and development of relevant data to inform research requirements in both the biophysical and social sciences, and their synthesis.

Refine site selection (including level of ambition regarding geographical reach and number of 'action sites') and characterization and prioritize activities to be carried out, working from impacts to activities.

Provide a more comprehensive theory of how social change will result from the livelihood, gender and innovation systems approaches espoused in the current proposal.

Define the added value of the CRP to the broader CRP portfolio.

Advise on integrating activities within the CRP and between CRPs, including workplans at action site level and building complementarities between the CRP-DS and other CRPs.

⁶ Three-year budgets for the five CRPs under CCEE vary from US\$84 million to US\$191 million per annum (IEA Revision to Rolling Evaluation Workplan and Budget (2014:2017))

Foresight analysis to prioritize core elements and the development of plans for the next round of CRPs. The plans should indicate the strategic choices to be made by the CRP.

Assistance in defining a global Flagship Program (FP) that integrates activities at action site and flagship levels and contributes to the delivery of IDOs, leading to impact at scale, and makes the whole more than the sum of the parts.

Review the partnerships needed to take research to impact, identify new partners, and links with the private sector to ensure the long term viability of the research outcomes.

Consideration of the strategy for gender issues to include gender research components in each of the FPs. Develop a mechanism to bring together gender research in different FPs and allow learning across the programs and across the CRPs. A focus on youth is also required given the high levels of youth unemployment in dry areas.

Identify the organizational structure and the governance arrangements necessary to deliver an effective DS research program. The Task Force will also consider management options for the research program, to include identifying specific gaps in the research field, and ways to establish commissioned or competitive grant studies

Broaden the focus of the proposal to include Latin America and South Asia.

The ITF will consider all research activities of CRP-DS and related processes. The ITF implementation period is from December 2014 to December 2016, considering the activities implemented since its inception. Implemented activities included a clear review of bilateral projects mapped into the CRP-DS. The program has been running since May 2013 but contains major research activities of all eight CRP-DS partner organizations, which have been initiated before the launch of CRP-DS. Since it is likely that these research activities constitute a significant part of CRP-DS (to be mapped during the inception preparatory period), they will need to form part of what is to be studied and are those most likely to be moving towards achievement of outcomes. Organizational performance, which will cover areas such as program structure, governance and management arrangements, as well as partnerships, will be studied from the beginning of the CRP-DS, i.e. May 2013. In designing the research proposal the ITF should consider: Relevance, Efficiency, Effectiveness, Impact, Sustainability, and Quality of science.

Team composition, roles and responsibilities

The composition of the ITF will be multi- and trans-disciplinary ensuring that all biophysical, social and economic sciences are represented in order to develop new systems approaches including those needed to foster the establishment of innovation platforms that can be self-sustaining and that can achieve wide scale impact of international public goods developed by the program. Disciplines include; anthropology, sociology and gender issues; political sciences, economics, development planning, agronomy, plant and animal biology, soil science, remote sensing, integrated assessment modeling, hydrology, ecology, environmental sciences and management, forestry, geography, livestock science, and water management.

They will have extensive and proven experience at international level, working for international and development agencies, on issues, programs and policies related to systems research and in areas of research of CRP-DS. They will have an excellent understanding and knowledge of the international debate on dryland systems research and related issues. They will also have demonstrated knowledge of the main global institutions involved in drylands.

The ITF will report to the Independent Steering Committee (ISC) of the CRP-DS through its chair person who will be elected by the ITF and appointed by the Lead Center ICARDA.

The Independent Task Force will be composed of a team of 6-12 senior researchers from one or more institutions working together and selected competitively in response to offers received to this ToR and contracted by ICARDA as the lead CGIAR Center of the CRP-DS. Teams of scientists that have successful experience of managing and participating in large holistic programs and projects on drylands are particularly encouraged to submit bids for inclusion in the ITF.

The team leader and the CRP-DS Director have final responsibility for the preparation for the 2nd Call proposal. A separate report including all findings and recommendations for the CRP-DS Director will be submitted in order to guide the Program implementation. Together with his/her team the team leader will be responsible for planning, designing, initiating, and managing the process. The CRP-DS Program Management Office (PMO) will take an active role in the preparatory phase of the ITF by collecting and providing background data and information.

The Independent Steering Committee will work with the ITF to ensure good communication with, learning by, and appropriate accountability to key stakeholders, while preserving the independence of the ITF. The SC may also play an important role in leading team members to key people and documents, and representing the views of other stakeholders: not only to the team members but to each other. It will be composed of CRP-DS stakeholders. The SC will meet regularly to review and debate draft documents and to provide comments at key stages of the ITF work plan, in particular on the inception report, and any major case study reports, the 2nd Call Proposal as well as the draft final report.

ITF approach, methodology and timetable

The ITF will help identify and prioritize activities that must be part of the existing portfolio, and will develop a coherent and compelling case for Dryland Systems research that will form the core of a new portfolio of CRPs starting in 2017.

The direction and strategy for the CRP-DS will draw on the CGIAR's comparative advantage in addressing how agricultural research investments in the drylands can best contribute to increase food security, reduce poverty, improve human health and nutrition while at the same time improve the natural resources base upon which agriculture depends. Policy and institutional analysis must complement technical and bio-physical understanding. The strategy also needs to address the following.

The ITF scope, focus, and tools will be refined during an inception phase, which will include:

Desk reviews and synthesis of information: The ITF will prepare as deliverables systematic desk reviews of (i) information concerning the delivery of research outputs (relevance, quality, timeliness) and communication and dissemination, (ii) management and process strategy documents, manuals and protocols,

Stock-taking on current global trends and Dryland Systems related issues presented into a Brief;

Baseline of communication and dissemination activities of CRP-DS subject matter by the concerned CGIAR Centers (pre and during CRP-DS), including peer and non peer reviewed science journals, national and international press, meetings and symposia;

Development of analytical framework for assessing CRP-DS research;

Detail of methods;

Identification of specific initiatives or instruments calling for specific case study;

Selection of sample sites to visit;

Detailed specification of timetable, deliverables and responsibilities.

These elements will be drawn together in an ITF inception report which, once agreed between the team and the PMO, will represent the contractual basis for the team's work. Adjustments can and should be transparently made during implementation in the light of experience and in agreement with the CRP-DS Director.

The ITF will build on the outputs of the inception phase and proceed, by acquiring more information and data from documents and relevant stakeholders, to deepen the analysis. Methods may include:

Expert and key stakeholder interviews using visits and phone/skype/email interviews to obtain their views e.g. on the relevance and quality of research, likely impacts and quality of partnership management;

Surveys targeted at stakeholders, selected policy-makers, other intended main beneficiaries and leading international experts to obtain their views, e.g. on the relevance of the research, likely impacts and quality of partnership management;

Visits to participating CRP partner organizations e.g. to assess quality of cooperation and leadership, collect information and deepen understanding of issues covered through desk review;

Case studies for purposive sampling of research, randomized to the extent possible and based on such criteria as significance of the issue, length of time the research has been ongoing and resources committed to it. Case studies can be used to explore such questions as: how crosscutting themes have been addressed, study the quality of impact pathways, and scoring/ranking research quality sampled research using explicit criteria. Case studies methodology will include visits to research sites;

Participatory SWOT analysis;



Consultative workshops on selected themes.

Drafting of report

Towards the end of the data collection phase a team meeting will take place involving the CRP-DS Director, to discuss preliminary findings and make any changes in reporting responsibilities.

Desk review summaries;

The inception report: The purpose of the inception report is to principally serve as a guide and reference document. It builds on the original terms of reference for the ITF. The inception report will: (i) Outline the scope of the ITF; (ii) Clarify the analytical frameworks which will be utilized by the ITF; (iii) Develop the methodological tools and (iv) Provide a detailed workplan for CRP-DS; (v) Provide an indicative report outline;

The report will illustrate the evidence found that responds to the program issues, criteria listed in the TOR and further elaborated in the inception report. It will include an executive summary. Supporting data and analysis should be annexed to the report when considered important to complement the main report. The recommendations will be addressed to the different stakeholders and prioritized: they will be evidence-based, relevant, focused, clearly formulated and actionable;

Presentations will be prepared by the Team Leader for disseminating the report to a targeted audience. The exact forms of these presentations will be agreed during the inception phase.

Timetable

Table 1 - Timetable and Tentative Deliverables – October 2014/December 2016.

Phase	Period	Main output	Responsibility
Review of key documents; preliminary mapping of CRP-DS work; definition of scope and issues	September-October 2014	Identification of key stakeholders to be interviewed; Relevant documents prepared, Selection panel identified; ISC established; and Draft ToR	PMO
Preparatory work	October 2014	Preliminary collection of information; Final ToR; Search for ITF members.	PMO
Phase 1: Inception phase	November-December 2014	Consultants mobilized; Work flow established; Team meeting; Documents distributed to prepare inception report including desk studies	ITF, CRP-DS Director, PMO
Phase 2: Collection and analysis of information	January-March 2015	Inception Report structure and methodology completed; Conduct of interviews; Surveys; Country visits; Desk reviews; Various reports as defined in the inception report produced	ITF Team Leader in close collaboration with CRP-DS Director. Team members to do desk reviews

Phase 3: Report drafting and final consultation with stakeholders	April – May 2015	Draft report submitted; Response from PMO; Amendments included; Final report submitted;	ITF Team Leader in close collaboration with CRP-DS Director; PMO.
Phase 4: CRP-DS POWB2016	June 2015-August 2015	Workshop completed; action plan prepared.	ITF Team Leader in close collaboration with CRP-DS Director and Partner Centers.
Phase 5: CRP-DS 2 nd Call preparation	Jan 2016-Feb 2016	Workshop completed; 2 nd Call proposal prepared.	ITF Team Leader in close collaboration with CRP-DS Director and Partner Centers.

Follow-up

The CRP-DS Management will prepare the 2nd Call Proposal (operational documents) for the consideration of the Consortium Board. The operational documents will be public documents made available together with the report for the consideration of the CGIAR Fund Council.

Stakeholders

The ITF will interact with a variety of stakeholders (internal and external). A suggested matrix is presented below.

Table 2 – Stakeholders and roles

<i>Stakeholder</i>	<i>Role in the ITF</i>	<i>Interest in the ITF</i>
Internal Stakeholders		
CRP-DS Director and management	Commission ITF and manage CRP-DS	Accountability for performance Learning for improvement of the CRP-DS Increasing the likelihood of future financial support
CRP-DS Governance (ISC and RMC)	Advise and ensure ITF results are followed up on	Accountability for its governance role Learning for improvement of its governance role Learning for improvement of the CRP-DS
CRP-DS Researchers	Implement ITF recommendation and	Having a voice Improving their participation



	prepare the POWB and 2 nd Call Proposal activities	Improving CRP quality
Lead center board and management	Ensure that proper support is provided to the CRP-DS Director	Accountability for its hosting, fiduciary responsibility and research contribution Improving its lead role in the CRP-DS
CGIAR Fund Council and CGIAR Consortium Board	Receive a strong proposal and Strengthen its Research Portfolio. No direct participation	Accountability for their role Prioritization of future CRPs Learning how CRPs can be made more effective
Board and management of participating centers	Participate in the revised proposal. Reference group (selected)	Accountability for their contribution
<i>External Stakeholders</i>		
Donors	Fund a result oriented program with clear impact pathway	Decision making for resource allocation Learning for improved donor performance within the CGIAR
Research partners	Contribute to CRP-DS research and POWBs	To be given a voice Accountability for contribution
Development partners	Contribute to CRP-DS implementation and adopt Program results (outputs/outcomes)	To be given a voice Accountability for contribution To increase CRP-DS development impact
Beneficiaries e.g. farmers and policy makers	Adoption of CRP-DS products	To be given a voice To make CRP-DS research more relevant

A matrix (sample above), defining more specifically CRP-DS stakeholders and their respective interests in the ITF will be developed during the inception phase of the work. A continuous dialogue throughout the process will be important with all those involved in the implementation of CRP-DS, including management, staff and associated partner organizations.

Parallel CGIAR processes

There are a number of CGIAR processes taking place before, during and after the ITF that will inform it, or be informed by it. A preliminary collection of ongoing processes are mentioned below:

Independent Evaluation Arrangement (IEA) evaluations. The IEA Review of CRP Governance and Management (2014) can be taken as a starting point for the governance and management element of the ITF.

Strategic Results Framework (SRF). The April 2014 Management Update of the Strategy and Results Framework will be used as the backdrop for the ITF. The SRF is only due to be finalized at the end of 2014.

Partnership Review. The ISPC was due to undertake a review of CRP partnerships in 2014. Given the importance of partnership in the CRPs, and the lack of CGIAR guidance on the subject, this is potentially very important. However, the TOR has yet to be prepared and it is not clear whether the results of the review will be available.

CRP-DS Extension. Proposal for CRP-DS extension for the period 2015-16 was submitted in April and has been commented on by the ISPC in July 2014. For the ITF, this short document will form a supplement to the original CRP proposal, summarizing any new developments and thinking within the CRP.

CRP-DS Audit. The CGIAR Internal Audit Unit is conducting a CRP audit focused on management and financial organization. The audit started in May 2014 and the final report will be submitted on November 2014.

CRP-DS CCEE. The CRP-DS will commission an External Evaluation that will provide a clear analysis of the program management and research foundations. The CCEE will start in January 2015 and findings will be ready by October 2015.



Independent Task Force – Advisory Service – Submission Form
Lead Institution:
Partner Institution (1):
Partner Institution (2):
Team Leader's name, title and institution (Indicate specialty and attach CV):
Member's name, title and institution (Indicate specialty and attach CV) – 1:
Member's name, title and institution (Indicate specialty and attach CV) – 2:
Member's name, title and institution (Indicate specialty and attach CV) – 3:



Member's name, title and institution (Indicate specialty and attach CV) – 4:
Member's name, title and institution (Indicate specialty and attach CV) – 5:
Member's name, title and institution (Indicate specialty and attach CV) – 6:
Member's name, title and institution (Indicate specialty and attach CV) – 7:
Member's name, title and institution (Indicate specialty and attach CV) – 8:
Member's name, title and institution (Indicate specialty and attach CV) – 9:
Member's name, title and institution (Indicate specialty and attach CV) – 10:
Member's name, title and institution (Indicate specialty and attach CV) – 11:



Proposed team start date:
Total Budget allocation (detail in the second sheet) in USD:
List relevant dryland systems research projects the proponents are involved:
List relevant dryland systems research projects the proponents have been involved:
Please indicate research for development holistic approaches the Program should adopt (Project proposal is available on the web site for reference):
Please indicate innovative science the Program should adopt:



Budget Item	Note	#	Days	Months	Unit cost (USD)	Total cost (USD)
ITF fees: <i>This section represents the value of the contract that will be contracted by the lead center</i>						
Team Leader	Specialty:					
Member	Specialty:					
Member	Specialty:					
Member	Specialty:					
Member	Specialty:					
Member	Specialty:					
Member	Specialty:					
Member	Specialty:					
Member	Specialty:					
Member	Specialty:					
Member	Specialty:					
Total						
Logistics: <i>this section represents an estimate of the requirements from the ITF to perform their duty. The total amount will be managed directly by the Lead Center under supervision of the PMO</i>						
Team meeting with CRP-Director (Amman or other location where the program is working)						
Regional Workshop with stakeholders (20participants)						
Program workshop (Science workshop, workplan, proposal writing)						
Total						



Note:

Staff unit cost includes fees and insurance.

Meetings and workshops costs include travel (economy), visa, hotel and per-diem. They do not include fees for ITF already budgeted in the specific section.